

Cloquet Area Fire District

Minnesota

Situational Assessment and Organizational Strategic Plan



Spring 2011

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Executive Summary

In order for any organization (public or private) to reach its full potential, it must have a plan. An organization that knows where it is going, knows the environment in which it must operate, and identifies how to get there has the best chance to meet the needs of the community and achieve its goals. The planning process that the members of the Cloquet Area Fire District (CAFD) engaged in has served to refresh the organization's commitment to excellence and set the path to future success.

The Customer Centered Strategic Plan process is more than the creation of a document. The process challenges the membership of the organization to look critically at paradigms, values, philosophies, beliefs, and desires; and it challenges individuals to work together in the best interest of the organization. Furthermore, the planning process provides the membership with an opportunity to participate in the development of their organization's long-term direction and focus.

The members of CAFD completed their strategic planning workshop on March 4 and 5, 2011, and ESCI is pleased to present this document as a result of that workshop. This document is the result of collective decision-making by the members as they developed future strategies for their organization.

It takes organizational and individual courage to enter into and participate in the planning process. The members of the internal strategic planning group are to be congratulated for participating in and supporting this important process.

The following planning elements were developed based on the input of the members of the internal strategic planning group and District officers.



Mission Statement

The mission of the Cloquet Area Fire District is to provide unified fire protection, rescue and emergency medical services to enhance the safety and improve the quality of life within the communities we serve.

Organizational Values

The Values of the Cloquet Area Fire District are:

Professionalism –

- *Completing each task with a superior level of competence gained through effective training and continuous quality improvement*

Dedication –

- *Having pride in self and the organization and working with enthusiasm and responsibility to customers, each other, and the organization*

Compassion –

- *Providing services with understanding and respect to patients, customers, and each other*

Cooperation –

- *Providing services through teamwork within the organization and with external partners*

Integrity –

- *Adhering to strict moral and ethical principles with sound character, honesty and trust*



Goals and Objectives**Goal One**

The CAFD will have formal processes in place to ensure consistent and effective communications between all levels of the organization, as well as with the communities we serve.

Goal Two

The CAFD will employ and communicate an effective organizational structure with clear definition of roles, responsibilities, and accountability.

Goal Three

The CAFD's members, whether career, on-call, or civilian, will be consistently provided with the training necessary to ensure their skills allow them to operate safely and effectively.

Goal Four

The CAFD will have a plan in place to efficiently and effectively provide for all administrative functions of the district.

Goal Five

The CAFD will operate a financially sustainable emergency medical services system that fully meets the needs of its citizens.

Goal Six

The CAFD will identify its core and ancillary services, determined reasonable expectations and benchmarks for the quality and capability of those services, and developed systems of performance measurement.

Goal Seven

The CAFD will develop and maintain long-term planning for its deployment, facilities, staffing and finances that will ensure the organization's ability to sustain effective operations through the challenges of the future.



Acknowledgements

Emergency Services Consulting International (ESCI) wishes to thank all of the individuals that gave their time and effort to help with the production of this project.

The Cloquet Area Fire District Board approved this project and gave its full support to the Situational Assessment and Strategic Planning processes. We appreciate their commitment to quality services.

The CAFD internal strategic planning team was assembled from a cross-section of the members of the organization. All of the participants made a commitment to the success of this project. As a part of the process, the facilitators asked that members of the team participate on a no-rank or position basis. This facilitation strategy, coupled with the participants' commitment, created an environment of open and honest dialogue. We commend all those involved for their commitment to this process.

Internal Strategic Planning Team

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Situational Assessment

The Cloquet Area Fire District, in their continuing efforts to develop and improve the services provided to the community, engaged Emergency Services Consulting International (ESCI) to conduct a situational assessment of the current Fire District and to facilitate a strategic planning workshop with key stakeholders to assist the District in developing a plan for the future. This document is the product of the information obtained through the member survey and the strategic planning sessions and begins with a brief history of how the Cloquet Area Fire District came to exist.

History and Formation

On March 14, 1888 the Cloquet Village Council chartered the Cloquet Fire Company No. 1. The Cloquet Fire Company No. 1 was a fully paid, professional fire department put in place to protect the citizens, the city, and its vast lumber industries from fire. The department consisted of six firefighters and a Fire Chief. In 1903 the Village of Cloquet incorporated into the City of Cloquet, and Fire Company No. 1 became the Cloquet Fire Department.



On August 12, 1946 the firefighters organized and affiliated with the International Association of Firefighters as Local 880. This strong labor tradition continues through professional membership in the Minnesota Professional Firefighters, and active union involvement in community events and charities. The Cloquet Fire Department ends this chapter in history,

after 120 years of service, with the formation of the Cloquet Area Fire District. The Cloquet Fire Department building remains in service as CAFD Station 1.



The Perch Lake Fire Department was established in 1974 with a volunteer staff of approximately 16 members, as a manpower supplement to the Cloquet Fire Department. In 1986 ground was broke for a fire hall addition to the existing Perch Lake Town Hall and this building remains in service as CAFD Station 2. In 1995 the fire hall was modified again with the addition of two additional apparatus bays and currently houses two engines, two tankers, and a brush unit.

The Scanlon Volunteer Fire Department was recognized by the Minnesota State Fire Department Association in 1906. The department moved to their current facility in the Scanlon Community Center around 1980 and has approximately 20 members that staff an engine, brush unit, and utility squad. The Scanlon Fire Department building remains in service as CAFD Station 3, and District administrative offices have relocated to the Scanlon Community Center.

On January 1, 2009 the City of Cloquet and Perch Lake Township officially transferred the administration of their respective fire departments to a joint governing board, and the Cloquet Area Fire District was created. The CAFD is the culmination of four years of independent studies and regional meetings that at one point included municipal, county, and tribal governments, and represented seven fire departments in the Northeast Carlton County region. The core findings in the independent review were the need for cooperative emergency services in order to meet the current and future emergency service needs for the region. Cloquet and Perch Lake made the commitment to move forward and the result was the Cloquet Area Fire District. On January 1, 2011 the Scanlon Fire Department became the third member community of the District, creating greater strength and operational capability for the entire District

The new combined department, the Cloquet Area Fire District, continues to provide fire protection services to the City of Cloquet, Perch Lake Township, the City of Scanlon, and the Fond du Lac Band of Lake Superior Chippewa. Emergency medical responses cover the same primary service area (excluding Black Bear Casino), bordering with Carlton, Cromwell, Floodwood, Meadowlands, and Gold Cross ambulance out of Duluth. In addition to the larger



combined response to emergency calls, the redundancy of equipment has been reduced by strategically planning and locating apparatus for optimum response.

A Fire District Board oversees the operation of the district, and provides direction for the Fire District Chief. The Board consists of two representatives from the Perch Lake Township, two representatives from the City of Cloquet, one representative from the City of Scanlon, and one at large member. The goal of the Cloquet Area Fire District is to provide the best possible service to the community in the most economically responsible manner. The CAFD strives to continually improve service to the public through professionalism, training, innovation, and financial responsibility. The Cloquet Area Fire District trains for and responds to:

- Fires
- Medical Emergencies
- Motor Vehicle Crashes
- Ice Rescue/ Water Rescue
- Confined Space Rescue
- High Angle Rescue
- Fire Cause and Determination
- Hazardous Materials Response
- Public Education
- Fire Prevention

Organizational Culture and Communications

In order to evaluate the organizational culture and communications within the District, ESCI staff conducted a member survey and personal interviews with key stakeholders. A copy of the member survey questions are included in Appendix A of this document and a summary of the results, as well as information gained from personal interviews, are discussed below.

The responses should be considered a ‘snapshot’ of the *attitudes and opinions* of the survey participants at the time the survey was conducted; as such, ESCI accepted all responses as they



were provided and has not verified or questioned the validity of the respondents' viewpoints. A total of 44 of the District's 58 employees and members (76 percent) completed the survey. A detailed summary of the results have been provided in a separate document that specifically addresses each survey category.

Prior to the strategic planning workshop, ESCI staff conducted interviews with District and community representatives to gain insight into the District's current situation and culture and to assist the planning team with development of goals and objectives to continue a process of improvement within the organization. Two days of interviews were conducted to supplement the information gained through the formal survey process. During these interviews, it became apparent that the most important issues revolved around organizational communications and training. This is also reflected in the results of the formal survey.

Preliminary results of the formal survey were presented to the strategic planning committee and discussion was initiated about what goals and objectives could be established to address some of the more prevalent issues such as general training, officer/career development and communications improvement.



Strategic Plan

Public safety agencies and the fire service in particular find themselves in a very competitive cycle. Public expectations are increasing while financial and other resources are decreasing. Impacts are being felt across the nation as the effectiveness of our public safety systems strains against the pressure. Our nation's first responders are constantly being challenged to be more efficient while maintaining their effectiveness.

With these issues in mind, planning teams need to have a clear understanding of their organization's direction. The public's expectations and fewer resources make it difficult to accomplish specific goals and objectives. In order to be more efficient with the available resources, organizations must set goals and objectives based on constructive efforts while eliminating programs that do not serve the customer.

To ensure that customer expectations were included, the Customer Centered Strategic Planning (CCSP) process was used to develop the Cloquet Area Fire District strategic plan. The CCSP process is a product of Emergency Services Consulting International of Wilsonville, Oregon. Businesses employ this process to identify a market niche that allows the service provider to focus on specific efforts while reducing risk and wasted effort. This process was adapted to meet the department's specific needs.

Mission and Values

The mission statement of an organization should clearly define the major services that are provided to the community. It focuses department members on what is truly important to the organization. The mission statement should be understood by all Cloquet Area Fire District personnel and posted prominently in the organization's facilities. Each employee should commit the mission to memory.



The strategic planning committee developed the following mission statement.

The mission of the Cloquet Area Fire District is to provide unified fire protection, rescue and emergency medical services to enhance the safety and improve the quality of life within the communities we serve.

Value statements, as they pertain to the fire service, define what the organization considers to be appropriate and inappropriate behaviors. Identifying fundamental guiding principles helps to identify the organization's culture and belief system. These principles provide a foundation in an environment that is always changing. The strategic planning team declared the following as the value statements for CAFD.

The Values of the Cloquet Area Fire District are:

Professionalism –

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Dedication –

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Compassion –

- *Providing services with understanding and respect to patients, customers, and each other*

Cooperation –

- *Providing services through teamwork within the organization and with external partners*

Integrity –

- *Adhering to strict moral and ethical principles with sound character, honesty and trust*



With the completion of its mission and guiding principles CAFD has established the organization's foundation for strategic planning. It is strongly recommended that all members empower themselves with these elements as they are the basis for accomplishing the organization's goals, objectives, and day-to-day tasks.

Internal and External Assessments of Critical Issues

In order to properly formulate strategic initiatives, the internal planning group had to evaluate the external and internal organizational environment. Using the customer feedback provided earlier, the internal planning group combined the feedback with their collective knowledge of the organization and the internal and external factors



that influence the outcome of the organization's services. The analysis of the organization's strengths, weaknesses, opportunities, and challenges (SWOC) provided the planning team with a basis for formulating the strategic initiatives.

Strengths, Weaknesses, Opportunities, and Challenges

Strengths

The identification of organizational strengths is the first step in the environmental scan. The strengths of an organization identify its capability of providing the services requested by customers. The organization needs to make certain that its strengths are consistent with the issues it faces. Programs that do not match organizational strengths or the primary function of the department should be reviewed to evaluate the rate of return on precious staff time. The internal planning team identified the following strengths of Cloquet Area Fire District.

- Equipment
 - Apparatus



- EMS Equipment
 - Specialized equipment
- Training
- People
 - Pride in the organization
 - Paid-on-call dedication
 - Attitude of teamwork
 - Competence
 - Dedication
 - External expertise
- Leadership
 - District Board
 - Organizational structure
 - Planning
- Organizational cohesiveness
- Community support
 - Businesses
- Strong partnerships
 - City of Cloquet
 - Townships
- Work environment
- Services
 - Wide range
 - High quality
- Pay and Benefits

Weaknesses

Organizational weaknesses or lack of performance is an important element of the environment scan. Internal organizational issues that are identified by the planning team are typically issues



that are at the heart of the organization's problems. In order to move forward, the organization must honestly identify the issues that have created barriers to success in the past. The areas of weakness needing improvement are not the same as threats, which will be identified later, but rather those day-to-day issues and concerns that may slow or inhibit progress.

- Long-term Planning
- Accountability
 - Unknown expectations
 - Personal accountability
- Deployment
- Finance
 - Limited budget
- Resources
 - Insufficient personnel
 - Appropriate delegation
 - Ambulances
- Communications
 - Internal methods
 - Consistency
 - Timelines
 - Tracking
 - Feedback (positive and negative)
- Administration
 - Defined roles and responsibilities
 - Lack of firm accountability
 - City responsibilities
 - Financial oversight
 - Human resources
 - Administrative support services
 - Consistency in policy application



- Paid-on-Call Input
- Training Division
 - Overloaded/overwhelmed
 - District-wide training
 - Additional outside educational opportunities
 - Career development
- Personnel Integration
 - Cultural differences
 - Communications
 - Availability
- Fire prevention

Opportunities

The opportunities and threats to the organization are generally derived from the external environment. Opportunities are focused on existing services and on expanding and developing new possibilities inside and beyond the traditional service area. Many opportunities exist for the department

- Public policy
 - Legislation changes
 - Attorney General opinion
 - City of Cloquet financial assistance
- Public relations
- Fire District Coalition
- Grant opportunities
- Training
- Future member communities
- Additional service contracts
 - Expansion of existing contracts



Challenges

There are conditions in the external environment that are not under the organization's control. The identification of these conditions allows the organization to develop plans to mitigate or respond when a challenge becomes reality. By recognizing possible challenges, an organization can greatly reduce the potential for loss.

- Public policy
 - Reduced funding
 - Regulation repeal
 - Medicare/Medicaid changes
 - 2 percent State Fire Safety Account monies
 - Declining grant opportunities
 - Pension threats
 - Unfunded mandates
- Demographics
 - Aging population
 - Fewer young persons
 - District growth
 - Decreased pool of potential personnel
- Finance
 - Property tax levy limits
- External relationships
 - Non-member community relationships
- Technology
 - Lack of a CAD system
 - Increasing cost of needed technology
 - Quickly changing technology
- Service demand
 - Increasing due to aging population
- Community development



- Change in property use type
- Increasing area to serve
- Tax-exempt properties

Goals and Objectives

The planning process, to this point, has dealt with establishing the mission, vision, and guiding principles of the organization, and assessing the environment within which it is operating.

After establishing the organization's mission, realistic strategic initiatives (goals) were formulated, and objectives that support the successful completion of the initiatives were developed. Strategic initiatives fulfill the mission of the organization and provide individual members with clear direction. Strategic initiatives and objectives are management tools that should be updated on an on-going basis to identify accomplishments and to note changes within the organization and the community.



Strategic initiatives and objectives, as well as performance measures, should become the focus of the organization's efforts. By following these initiatives and objectives carefully, the organization will be guided into the future and should benefit from reduced obstacles and distractions.

The CAFD planning team has set priorities for the accomplishment of specific objectives. Those objectives that carried higher priorities are scheduled for completion first and lower priority objectives scheduled later. When evaluating progress toward accomplishing the initiatives, time lines may need to be adjusted to reflect

changes in the organization's needs or environment. The following goals and objectives were identified as top priorities for the District.

Goal One

The CAFD will have formal processes in place to ensure consistent and effective communications between all levels of the organization, as well as with the communities we serve.

Goal Two

The CAFD will employ and communicate an effective organizational structure with clear definition of roles, responsibilities, and accountability.

Goal Three

The CAFD's members, whether career, on-call, or civilian, will be consistently provided with the training necessary to ensure their skills allow them to operate safely and effectively.

Goal Four

The CAFD will have a plan in place to efficiently and effectively provide for all administrative functions of the district.

Goal Five

The CAFD will operate a financially sustainable emergency medical services system that fully meets the needs of its citizens.

Goal Six

The CAFD will identify its core and ancillary services, determined reasonable expectations and benchmarks for the quality and capability of those services, and developed systems of performance measurement.

Goal Seven

The CAFD will develop and maintain long-term planning for its deployment, facilities, staffing and finances that will ensure the organization's ability to sustain effective operations through the challenges of the future.



Goal 1 <i>The CAFD will have formal processes in place to ensure consistent and effective communications between all levels of the organization, as well as with the communities we serve.</i>	
A. Understand the current communication methods, subject matter, effectiveness, and what groups they apply to	
Timeline 5 months Lead Battalion Chief Level	Critical Tasks: <ul style="list-style-type: none"> Form a group including representatives from each level within the organization Determine what is being communicated Determine who we communicate with Determine how we communicate Determine effectiveness of each communication method
B. Determine what should be communicated to what groups and what methods should be used and assess effectiveness.	
Timeline 5 months Lead Battalion Chief Level	Critical Tasks: <ul style="list-style-type: none"> Form a group including representatives from each level within the organization Determine what needs to be communicated internally Determine most appropriate means of communication Determine what needs to be communicated externally Determine most appropriate means of communication Compile information and work with other groups to formulate and implement plan
C. Develop and implement a comprehensive communications plan	
Timeline 7 months Lead Battalion Chief Level	Critical Tasks: <ul style="list-style-type: none"> Research model plans Consider information obtained during objectives A and B Draft plan Distribute draft plan, receive input and revise Adopt plan Educate and implement



Goal 2	
<i>The CAFD will employ and communicate an effective organizational structure with clear definition of roles, responsibilities, and accountability.</i>	
A. Review current organization structure	
Timeline 4 months Lead Chief	Critical Tasks: <ul style="list-style-type: none"> • Form committee to review organizational structure for functionality , weaknesses and relevancy • Identify and address gaps • Update structure and job descriptions
B. Educate staff and publish documents and definitions	
Timeline 1 month Lead Chief	Critical Tasks: <ul style="list-style-type: none"> • Plan and distribute documents • Educate staff
C. Ensure understanding throughout the entire organization	
Timeline Continuous Lead Chief	Critical Tasks: <ul style="list-style-type: none"> • Establish clear objectives for all staff with obtainable timelines • Review through a system of checks and balances to include annual reviews, committee, and staff meetings



Goal 3	
<i>The CAFD's members, whether career, on-call, or civilian, will be consistently provided with the training necessary to ensure their skills allow them to operate safely and effectively.</i>	
A. Complete an assessment of mandatory training	
Timeline 3 months Lead Division Chief of Training	Critical Tasks: <ul style="list-style-type: none"> Assess mandatory medical training Assess mandatory fire training Assess mandatory specialized training Assess mandatory external training (OSHA, SAPPI, etc.) Obtain consensus on reasonable training schedule
B. Complete an assessment of instructor qualifications and competence	
Timeline 6 months Lead Division Chief of Training	Critical Tasks: <ul style="list-style-type: none"> Schedule meeting to form consensus on the definition of instructor and develop job description Determine requirements to become an instructor Develop promotional process for instructor positions
C. Complete an assessment of non-mandatory training	
Timeline 9 months Lead Division Chief of Training	Critical Tasks: <ul style="list-style-type: none"> Develop wish-list of training opportunities, both long- and short-term Determine importance based on priorities of the District
D. Develop a District training committee to oversee quality assurance and development of training program	
Timeline 2 months Lead Division Chief of Training	Critical Tasks: <ul style="list-style-type: none"> Determine and define scope of committee including what they do and how they do it Develop committee to include representation from all levels within the organization
E. Develop field training and on-the-job training programs	
Timeline 9 months Lead Division Chief of Training	Critical Tasks: <ul style="list-style-type: none"> Define requirements and scope of field training officers Define requirements and scope of on-the-job program



Goal 4	
<i>The CAFD will have a plan in place to efficiently and effectively provide for all administrative functions of the district.</i>	
A. Form committee to analyze District administration	
Timeline 1 month Lead Board	Critical Tasks: <ul style="list-style-type: none"> Form group consisting of all levels within the organization
B. Assess administration functions	
Timeline 4 months Lead Board	Critical Tasks: <ul style="list-style-type: none"> Evaluate what is currently being done Determine what is current being done internally versus what is being outsourced Identify gaps in administrative services
C. Determine options for delivery of administrative services	
Timeline 4 months Lead Board	Critical Tasks: <ul style="list-style-type: none"> Evaluate feasibility of continuing contracts with City of Cloquet Determine feasibility of contracting with other agencies Evaluate feasibility of creating a District Administrator position Develop recommendations
D. Implement recommendations	
Timeline 1 month Lead Board	Critical Tasks: <ul style="list-style-type: none"> Implement modifications Review, evaluate, and revise as necessary



Goal 5 <i>The CAFD will operate a financially sustainable emergency medical services system that fully meets the needs of its citizens.</i>	
A. Determine emergency medical needs and expectations of personnel and each community served	
Timeline 3 months Lead Chief/Board	Critical Tasks: <ul style="list-style-type: none"> Review service demand geographically and by facility as well as the required level of service Review and evaluate community expectations Obtain medical community expectations
B. Determine what level of EMS is currently being provided	
Timeline 1 month Lead Chief/Board	Critical Tasks: <ul style="list-style-type: none"> Document how service is currently being delivered Document current service level Review current rules and regulations regarding the various levels of credential (EMT, EMT-I, EMT-P)
C. Research and evaluate alternative service delivery models	
Timeline 4 months Lead Chief/Board	Critical Tasks: <ul style="list-style-type: none"> Develop a list of potential resources from which to gather information on alternative models Identify feasible and/or appropriate models
D. Conduct financial analysis of alternative models	
Timeline 2 months Lead Chief/Board	Critical Tasks: <ul style="list-style-type: none"> Review and document current revenue streams Review and document current expenditures including personnel, equipment and facilities Develop projected revenue streams including untapped revenues with consideration of changes in legislation and service demand Determine feasibility of various alternative service delivery models Identify potential challenges and obstacles to implementation Develop plan to mitigate challenges and obstacles Report findings to board
E. Implement alternative service delivery model	
Timeline 1 month Lead Chief/Board	Critical Tasks: <ul style="list-style-type: none"> Communicate and educate staff and the public on chosen service delivery model Implement model Evaluate and measure performance and modify as necessary

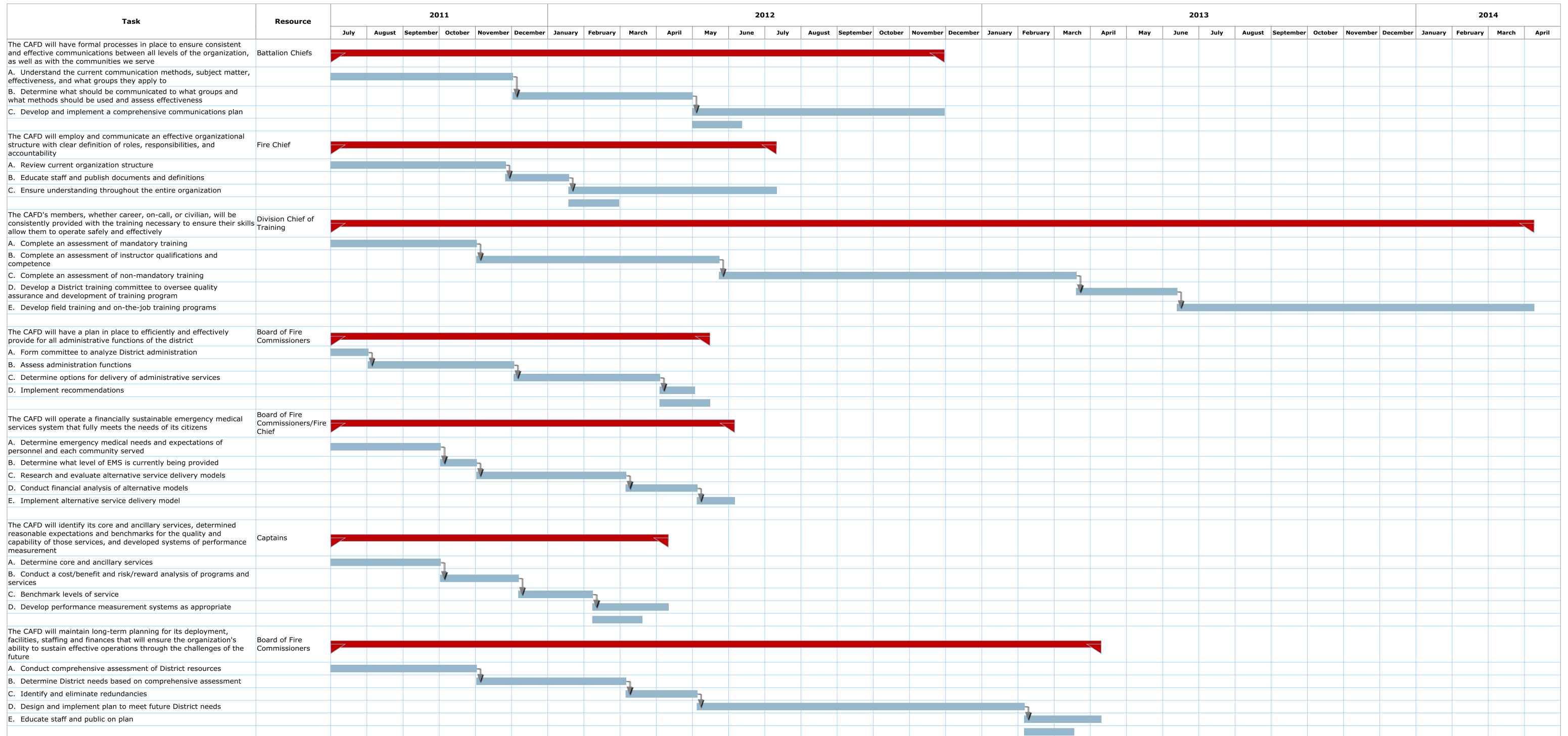


Goal 6	
<i>The CAFD will identify its core and ancillary services, determined reasonable expectations and benchmarks for the quality and capability of those services, and developed systems of performance measurement.</i>	
A. Determine core and ancillary services	
<p>Timeline 3 months Lead Captains</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • List services and programs • Provide executive summary of each service including infrastructure, training and certification, staffing and frequency • Identify clear gaps in services and programs
B. Conduct a cost/benefit and risk/reward analysis of programs and services	
<p>Timeline 2 months Lead Captains</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Evaluate frequency of utilization of services and programs • Determine any potential risk of current programs and services • Determine cost of current programs and services including infrastructure and training • Determine which services to continue and/or discontinue • Evaluate potential options in service delivery including contracts, privatization, and fee-based programs
C. Benchmark levels of service	
<p>Timeline 2 months Lead Captains</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Review appropriate laws • Review appropriate standards (NFPA, etc) • Determine best practices (CFAI, CPSE, USFA) • Formulate and present recommendations to board
D. Develop performance measurement systems as appropriate	
<p>Timeline 2 months Lead Captains</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Determine appropriate method of statistical evaluation (NFIRS, CAD) • Conduct quantitative analysis • Conduct qualitative analysis • Produce response performance report • Determine frequency of reporting



Goal 7	
<i>The CAFD will develop and maintain long-term planning for its deployment, facilities, staffing and finances that will ensure the organization's ability to sustain effective operations through the challenges of the future.</i>	
A. Conduct comprehensive assessment of District resources.	
Timeline 4 months Lead Board	Critical Tasks: <ul style="list-style-type: none"> • Conduct assessment of facilities and equipment • Conduct assessment of staffing • Conduct assessment of resource deployment • Conduct a financial review • Conduct an assessment of response performance • Identify other areas of concern • Conduct assessment of support services
B. Determine District needs based on comprehensive assessment	
Timeline 4 months Lead Board	Critical Tasks: <ul style="list-style-type: none"> • Evaluate current demand and risk within the communities served • Determine projected demand and risk based on historical data and future growth • Delineate differences in fire and EMS demand
C. Identify and eliminate redundancies	
Timeline 2 months Lead Board	Critical Tasks: <ul style="list-style-type: none"> • Identify unnecessary facilities and/or equipment • Dispose of redundant equipment according to District policy
D. Design and implement plan to meet future District needs	
Timeline 9 months Lead Board	Critical Tasks: <ul style="list-style-type: none"> • Meet with City and County planning officials • Meet with tribal and industry representatives • Review current zoning information • Analyze deployment based on current and future risk and service demand • Seek public input
E. Educate staff and public on plan	
Timeline 2 months Lead Board	Critical Tasks: <ul style="list-style-type: none"> • Distribute information related to plan content and plan of implementation using pamphlets, website and local media





Appendix A – Member Survey

The following questions were included in the member survey. The answer choices that accompanied each question have been removed for brevity but a full copy of the survey can be obtained from the CAFD administrative offices.

1. Please identify your total years of fire service experience (career and volunteer) prior to joining the Cloquet Area Fire District.
2. Please indicate where you served immediately prior to joining the Cloquet Area Fire District.
3. Which one of the following best describes your current position?
4. Please indicate your gender:
5. Please identify your current classification at CAFD.
6. How does membership in the CAFD impact your full-time occupation?
7. How can CAFD better utilize your career skills?
8. Please identify your level of agreement with each of the following statements about training and professional development since the inception of the Cloquet Area Fire District:
9. What proposed change would you make to the current training program and why?
10. Please identify your level of agreement with each of the following statements about performance reviews and evaluations at CAFD:
11. Who conducts your evaluation?
12. What type of evaluation do you receive?
13. With regard to the current evaluation process, what should CAFD be doing more of?
14. Please identify your level of agreement with each of the following statements about communication at CAFD:
15. Please identify and rank the top three sources you most frequently rely on for information about activities at CAFD?
16. In your opinion, what is the best way to communicate important information at CAFD?
17. Please identify your level of agreement with each of the following statements about the work environment at CAFD:



18. How would you rate your overall personal work environment at CAFD?
19. When seeking assistance/information on a difficult task, how likely are you to receive the help you need?
20. Complete the following statement: Overall, employee morale at CAFD is...
21. Which of the following statements most closely reflects your opinion about the overall work environment at CAFD?
22. What suggestions do you have for improving employee morale?
23. How would you rate the following programs/services provided by CAFD?
24. What do you like most about working at CAFD?
25. What do you like least about working at CAFD?
26. If you could change only one thing about the work environment at CAFD, what would it be?
27. How proud are you to tell other people that you work for CAFD?
28. Overall, how would you rate the appearance of the stations and the equipment of CAFD?
29. How would you rate the overall service CAFD provides to the public?
30. Please tell us your suggestions for improving employee pride at CAFD.
31. Please identify your level of agreement with each of the following statements as they relate to CAFD's community relations:
32. In your opinion, what is the community's overall image of CAFD?
33. What are the top three things CAFD could do to improve relations with the community it serves?
34. Please identify your level of agreement with each of the following statements about CAFD's command staff:
35. In your opinion, what should CAFD's command staff be doing more of?
36. Please identify your level of agreement with each of the following statements about your role and the roles of your co-workers at CAFD:
37. In terms of your fire service future, where do you see yourself five years from now?
38. How are you more valuable to CAFD than you were 12 months ago?
39. Outside of your regular duties, what are your contributions to the goals of CAFD?
40. What changes do you foresee for CAFD over the next five to ten years?



41. Please use the space below to tell us anything more you would like to share about your experiences at CAFD.

